

# Bemidji Area Schools Board Goals

*Mission: Empower each learner to succeed in our diverse and changing world.*

## Strategy One: Equitable Student Achievement

- 1. Bemidji Area Schools will achieve the highest level of success for ALL students.*
- 2. Bemidji Area Schools will develop and implement a vertical vision for a comprehensive Pre-K to 12th Grade program.*
- 3. Bemidji Area Schools will demonstrate high academic standards for all students and will close the achievement gap.*

### Reading Goals:

**Reading Goal-Grades Kindergarten - Third - 2018-2021:** In support of all students **Read Well By Third Grade**, Bemidji Area Schools Kindergarten through third grade students will increase from 56.75% of the students to 62.75% of the students reaching the Spring Mean Average RIT score identified by the NWEA Reading Assessment:

- \*Kindergarten Spring Mean Average RIT Target – 158.1
- \*First Spring Mean Average RIT Target – 177.5
- \*Second Spring Mean Average RIT Target – 188.7
- \*Third Spring Mean Average RIT Target – 198.6

**Reading Goal-Grades Third-Tenth-2018-2021:** The Bemidji Area Schools district-wide “All Students” group will increase their proficiency of 57.17% in the Spring of 2018 to 63% in the Spring of 2021 as measured by the MCA Reading Assessment and identified on the North Star Report.

Goal 1A: The Bemidji Area Schools will close the achievement gap for the following subgroups as measured by the MCA Reading Assessment and identified on the North Star Report.

Special Education students’ proficiency will improve from 29.23% in the Spring of 2018 to 35.23% in the Spring of 2021.

American Indian students’ proficiency will improve from 35.76% in the Spring of 2018 to 41.76% in the Spring of 2021.

Free and Reduced Lunch students’ proficiency will improve from 46.69% in the Spring of 2018 to 52.69% in the Spring of 2021.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<p><b><u>Aligning curriculum:</u></b></p> <ul style="list-style-type: none"> <li>● Map Reading and Math Curriculums</li> <li>● Implement Learning Targets</li> <li>● Develop and Implement Formative Assessments</li> <li>● Implement Teacher Walkthroughs</li> <li>● Embed Culturally-Relevant Teaching</li> <li>● Develop a What I Need (WIN) Time</li> <li>● Implement the Curriculum Review Process</li> <li>● Provide Training Connections</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<p><b><u>PLC/RTI Time</u></b></p> <ul style="list-style-type: none"> <li>● Redefine the focus of this time</li> <li>● Implement common PLC time</li> <li>● Mandatory times for PLC’s</li> </ul>	2018-2021	District Leadership Building Administrators Teachers

<ul style="list-style-type: none"> <li>Collaborate across the district</li> </ul>		
<ul style="list-style-type: none"> <li><b><u>Grading System</u></b></li> <li>Develop a grading rubric</li> <li>Research and implement Standards Based Grading</li> <li>Develop Common Formative Assessment</li> <li>Implement Pre and Post Tests opportunities</li> </ul>	2020-2024	District Leadership Building Administrators Teachers
<ul style="list-style-type: none"> <li><b><u>RTI Framework/MTSS</u></b></li> <li>Develop a process to review data and determine how to implement different instructional strategies.</li> </ul>	2020-2024	District Leadership Building Administrators Teachers
<ul style="list-style-type: none"> <li><b><u>Community Support and Involvement in Reading</u></b></li> <li>Develop strategies to engage students and parents in reading</li> <li>Connect community members in reading.</li> <li>Develop ideas to bring attention and focus on reading within the community.</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<ul style="list-style-type: none"> <li><b><u>Collaborate with B.S.U. and utilize as a resource</u></b></li> <li>Childcare and Education Academy</li> <li>Afterschool Programs</li> <li>Early Childhood Practicums</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<b>Resources:</b> Staff Development Funding		
<b>Assessment:</b> <b>Formative Assessment:</b> NWEA and MCA Reading Spring Assessments yearly results <b>Summative Assessment:</b> NWEA and MCA Reading Spring 2021 assessment results		

## Math Goals:

**Math Goal-Grades Kindergarten – Third-2018-2021:** The Bemidji Area Schools Kindergarten through third grade students will increase from 60.25% of the students to 66.25% of the students reaching the Mean Average RIT score as identified by NWEA Mathematic Assessment:

- \*Kindergarten Spring Mean Average RIT Target –159.1
- \*First Spring Mean Average RIT Target –180.8
- \*Second Spring Mean Average RIT Target –192.1
- \* Third Spring Mean Average RIT Target – 203.4

**Math Goal-Grades Third-Tenth-2018-2021:** The Bemidji Area Schools district-wide “All Students” group will increase their proficiency of 56.84% in the Spring of 2018 to 62.84% in the Spring of 2021 as measured by the MCA Mathematic Assessment and identified on the North Star Report.

Special Education students’ proficiency will improve from 30.86% in the Spring of 2018 to 36.86% in the Spring of 2021.

American Indian students’ proficiency will improve from 32.84% in the Spring of 2018 to 38.84% in the Spring of 2021.

Free and Reduced Lunch students’ proficiency will improve from 42.66% in the Spring of 2018 to 48.66% in the Spring of 2021.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<p><b><u>Aligning Curriculum:</u></b></p> <ul style="list-style-type: none"> <li>● Map Reading and Math Curriculums</li> <li>● Implement Learning Targets</li> <li>● Develop and Implement Formative Assessments</li> <li>● Implement Teacher Walkthroughs</li> <li>● Embed Culturally-Relevant Teaching</li> <li>● Develop a What I Need (WIN) Time</li> <li>● Implement the Curriculum Review Process</li> <li>● Provide Training Connections</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<p><b><u>PLC/RTI Time</u></b></p> <ul style="list-style-type: none"> <li>● Redefine the focus of this time</li> <li>● Implement common PLC time</li> <li>● Mandatory times for PLC's</li> <li>● Collaborate across the district</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<p><b><u>Grading System</u></b></p> <ul style="list-style-type: none"> <li>● Develop a grading rubric</li> <li>● Research and implement Standards Based Grading</li> <li>● Develop Common Formative Assessment</li> <li>● Implement Pre and Post Tests opportunities</li> </ul>	2020-2024	District Leadership Building Administrators Teachers
<p><b><u>RTI Framework/MTSS</u></b></p> <ul style="list-style-type: none"> <li>● Develop a process to review data and determine how to implement different instructional strategies.</li> </ul>	2020-2021	District Leadership Building Administrators Teachers
<p><b>Resources:</b> Staff Development Funding</p>		
<p><b>Assessment:</b> <b>Formative Assessment:</b> NWEA and MCA Mathematic Spring Assessments yearly results <b>Summative Assessment:</b> NWEA and MCA Mathematic Spring 2021 assessment results</p>		

<p><b>Graduation Goal:</b></p> <p><b>Graduation Goal-</b> Bemidji Area Schools four-year graduation rate will increase from 75.9% to 81.9% in the Spring of 2021 as measured by the MDE four-year graduation and identified on the North Star Report.</p> <p>Goal 1A: The Bemidji Area Schools will close the achievement gap for the following subgroups as measured by the MDE four-year graduation and identified on the North Star Report.</p> <p>Special Education students' graduation rate will increase from 69.8% to 75.8% in the Spring of 2021.</p> <p>American Indian students' graduation rate will improve from 46% in the Spring of 2018 to 52% in the Spring of 2021.</p> <p>Free and Reduced Lunch students' graduation rate will improve from 55.9% in the Spring of 2018 to 61.9% in the Spring of 2021</p> <p>Goal 2A: Bemidji High Schools four-year graduation rate will increase from 88.3% to 94.3% in the Spring of 2021.</p> <p>Bemidji Areas Learning Center's four-year graduation rate will increase from 14.6% to 20.6% in the Spring of 2021.</p> <p>Bemidji Lumberjack High Schools four-year graduation rate will increase from 39.1% to 45.1% in the Spring</p>
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of 2021.

Bemidji First City Schools four-year graduation rate will increase from 4.5% to 10.5% in the Spring of 2021.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<ul style="list-style-type: none"> <li>Research possible programs that are known to increase graduation rates (AVID and REACH)</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<ul style="list-style-type: none"> <li>Implement ENVoY strategies to best support respectful and safe learning environments for students in order to build relationships between staff and students</li> </ul>	2018-2021	District Leadership Building Administrators Teachers
<ul style="list-style-type: none"> <li>Train new administrators and high school staff in restorative practices in order to address the root causes of relational and social-emotional struggles that impact learning and reaching students' goals to graduate</li> </ul>	2020-2021	Building Administrators Teachers
<b>Resources:</b> Staff Development Funding Curriculum		
<b>Assessment:</b> <b>Formative Assessment:</b> MDE Graduation yearly results <b>Summative Assessment:</b> MDE Graduation Spring 2021 results		

## Strategy Two: Building Relationships/Partnerships Collaboration With Stakeholders

*Bemidji Area Schools will engage [partner] with community members [stakeholders] to build shared success and healthy community growth.*

*Bemidji Area Schools will create a welcoming student-centered learning environment that engages all students.*

### Community Growth Goals:

The Bemidji Area Schools will continue to build community relationships among schools and our community, by increasing the number of community-school partnerships.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<ul style="list-style-type: none"> <li>Strengthen relationships with community stakeholders</li> <li>Continued support of the current academies</li> <li>Continue to work with community stakeholders to add additional academies.</li> </ul>	2018-2021	District Leadership Academy Principal
<ul style="list-style-type: none"> <li>Strengthen our community partnerships</li> </ul>	2018-2021	District Leadership Building Administrators

<ul style="list-style-type: none"> <li>Collaborate with tribal agencies.</li> <li>Meet to discuss how to collaborate with our multi-tribal agencies on student services.</li> </ul>	2018-2021	District Leadership Building Administrators
<ul style="list-style-type: none"> <li>Strengthen relationships with Early Childhood and community partners</li> </ul>	2018-2021	District Leadership Building Administrators Staff
<ul style="list-style-type: none"> <li>Collaborate with our multi-county social services.</li> </ul>	2018-2021	District Leadership Principals
<b>Resources:</b> Staff Development Funding		
<b>Assessment:</b> <b>Formative Assessment:</b> The yearly percentage of new community relationships <b>Summative Assessment:</b> The percentage of new community relationships in the spring of 2021		

### Student Engagement Goal:

Bemidji Area Schools will implement Social Emotional Learning strategies that will increase the engagement of students. The effectiveness of these strategies will be measured through the DIRS reporting system. It is our goal to decrease of the number of referrals from 742 in the Spring of 2018 to 630 in the Spring of 2021 (15% reduction) as measured by the Discipline Incident Report System (DIRS).

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<ul style="list-style-type: none"> <li>Develop a Task Force to address behavior and discipline concerns <ul style="list-style-type: none"> <li>Review district wide data in DIRS</li> <li>Review the Code of Conduct</li> </ul> </li> </ul>	2018-2021	District Leadership Building Administrators
<ul style="list-style-type: none"> <li>Integrate culturally-relevant activities through curriculum programming and after school functions.</li> </ul>	2018-2021	Building Administrators Indian Education Staff Cultural Curriculum Integrationist District Leadership Teachers
<ul style="list-style-type: none"> <li>Increase Restorative practice and Responsive Classroom programming through continued and sustainable staff development.</li> </ul>	2018-2021	District Leadership Building Administrators MDE-Pilot Teachers
<b>Resources:</b> Staff Development Funding		
<b>Assessment:</b> <b>Formative Assessment:</b> The number of referrals reported to the Discipline Incident Report System (DIRS) yearly <b>Summative Assessment:</b> The number of referrals reported to the Discipline Incident Report System (DIRS) in the spring of 2021 The Bemidji Area Schools will also use a student engagement survey that is yet to be determined		

## Strategy Three: Workforce Development

*Bemidji Area Schools will attract, hire, support and retain a highly qualified, diverse staff who will support success for all students.*

### Staffing Goal:

Bemidji Area Schools will increase the recruitment and employment of a diverse workforce that reflects our student population within the next three years.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
<ul style="list-style-type: none"> <li>Continue to explore Grow Your Options</li> </ul>	2018-2021	Human Resources District Leadership
<ul style="list-style-type: none"> <li>Explore the development of a professional educational career academy</li> </ul>	2019-2021	District Leadership Academy Principal
<ul style="list-style-type: none"> <li>Collaborate with Colleges, and Universities</li> <li>Research and develop partnerships with Tribal Colleges</li> </ul>	2018-2021	Human Resources District Leadership
<b>Resources:</b> Staff Development Funding Curriculum		
<b>Assessment:</b> <b>Formative Assessment:</b> The yearly percentage of our diverse workforce <b>Summative Assessment:</b> The percent increase in the Spring of 2021 of our diverse workforce		

## Strategy Four: High Quality District

*Bemidji Area Schools will foster a progressive culture of creativity and innovation around best practices.*

*Bemidji Area Schools will create an adaptive leadership culture that fosters learning, relationships and equity.*

### Innovation Goal:

Bemidji Area Schools will increase from a 64.7% (D) in the fall of 2018 to a 82% (B) in the fall of 2021 on the Team Leadership 360 Survey.

Action (Actions to be created by the Leadership Team)	Timeframe	Person(s) Responsible for implementing and monitoring
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<ul style="list-style-type: none"> <li>• A team will attend the District Leadership Academy which will train on adaptive leadership, school culture and climate, and academic achievement.</li> </ul>	2018-2020	District Leadership Team Participants
<ul style="list-style-type: none"> <li>• The district leadership team will engage in local, regional and national events that enhance culturally-relevant learning and innovated leadership</li> </ul>	2019-2021	District Leadership Team
<ul style="list-style-type: none"> <li>• The Leadership Team will participate in GiANT Leadership Training</li> </ul>	2019-2021	District Leadership Team
<ul style="list-style-type: none"> <li>• Leadership will participate in ongoing organized professional development, including book studies and team-building activities led by district leadership</li> </ul>	2019-2021	District Leadership Team
<ul style="list-style-type: none"> <li>• An innovation grant platform will be designed and implemented within the district</li> </ul>	2019-2021	District Leadership Team Building Administrators Staff
<ul style="list-style-type: none"> <li>• A student mentorship program will be developed and implemented within the district</li> </ul>	2019-2021	District Leadership Team
<b>Resources:</b> Staff Development Funding Curriculum		
<b>Assessment:</b> <b>Formative Assessment:</b> Leadership 360 Survey Spring Assessments yearly results <b>Summative Assessment:</b> Leadership 360 Survey Spring 2021 assessment results		